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SAPC-9669 ✓
Copy 7 of 8

11 October 1956

MEMORANDUM FOR: Project Director of Operations
Project Director of Administration
Project Director of Materiel
Project Contracting Officer

REFERENCE : [REDACTED] 0744 (IN 06364), dated 2 October 1956

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1. Prior to [REDACTED] departure from Headquarters in August, I advised him that it would be our policy to request representatives of Headquarters, whenever they had occasion to visit a Detachment overseas, to advise its Commander what would be the content of their reports upon their return to Headquarters. The philosophy underlying this policy is that, although Headquarters officers of course have an obligation to report their conclusions and observations even where these are in disagreement with those of a Detachment Commander or might imply an unfavorable comment upon matters under his control, nevertheless the Commander in question should know what was being reported and have an opportunity to comment on it.

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2. In the referenced message [REDACTED] on his own initiative, states that the procedure of sending informal copies of trip reports to the Detachment Commander involves an imposition on the Headquarters staff and that his request for such reports is therefore withdrawn.

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3. I, for one, appreciate [REDACTED] attitude as expressed in his message but still believe the philosophy mentioned in paragraph 1 above is sound. Accordingly, I desire that Headquarters visitors to the Detachments make it a practice to advise the Detachment Commander prior to their departure from his base of the results of their visits, including any impressions and opinions that they propose to report to this Headquarters and any recommendations they propose to make.

4. Likewise, I believe it will be valuable as a normal practice to send copies of trip reports to the Commanders whose Detachments have been

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visited. I recognize, however, that there will be occasions when it will be unwise to transmit a full and frank written trip report to the Detachment which it concerns. This is apt to be true where the matters discussed in the trip report are of such a nature that they should not be known to any Detachment personnel other than the Detachment Commander and perhaps one or two of his senior officers, since typically business of this sort is better transacted in conversation than in written documents which may receive too wide a circulation. On the other hand, it is difficult for me to believe that any report on an aspect of a Detachment's business should be withheld from its Commander. Accordingly, it is especially important that a visitor discuss with a Detachment Commander any matters so sensitive that a report which refers to them can not be sent to him.

5. I desire that the Deputy Project Director or I be informed in all cases where a visitor either (a) has been unable or has felt it unwise to express his views to a Detachment Commander in accordance with the above described policy, or (b) proposes not to transmit to a Commander a copy of his trip report.

(sg6) Richard M. Bissell, Jr.
RICHARD M. BISSELL, JR.
Project Director

cc: Deputy Project Director

RMB:gjg (11 Oct 56)

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